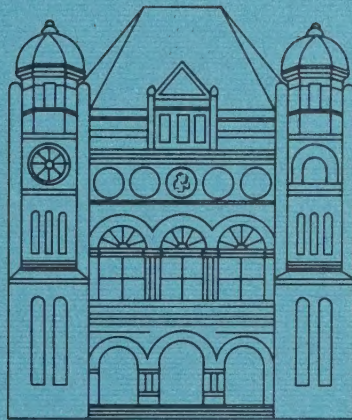


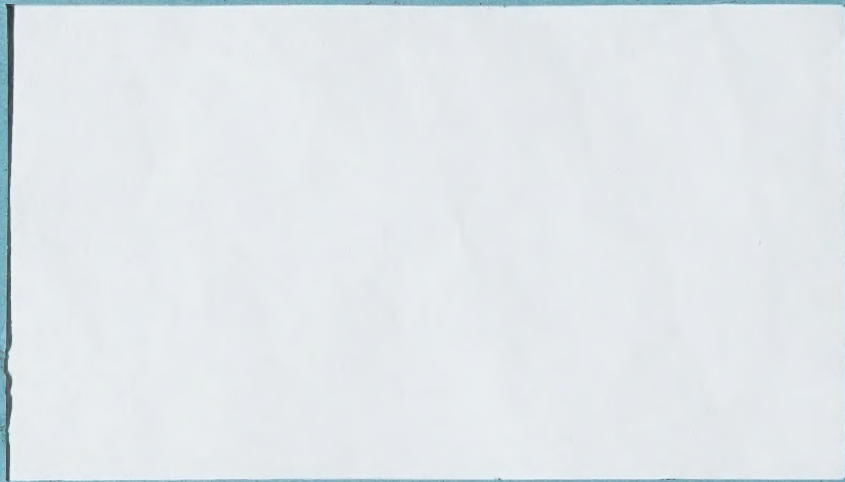
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EMPLOYMENT EQUITY IN
CANADA, EXCLUDING ONTARIO

Current Issue Paper 146



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EMPLOYMENT EQUITY IN CANADA, EXCLUDING ONTARIO

Current Issue Paper 146

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INTRODUCTION

All jurisdictions in Canada — federal, provincial and territorial — have human rights or similar legislation that allows for the voluntary implementation of employment equity. Some also have employment equity legislation; most have policies and/or programs. While there is variation in these initiatives, all are concerned with removing or reducing barriers in order to produce a more balanced representation of qualified individuals in the work place.

Much has been written about employment equity in Canada in academic literature, the popular press, and in government and independent committee reports. This paper, one of a series of Current Issue Papers on the topic, briefly summarizes what is in place at the federal level, in the provinces (excluding Ontario) and in the territories.

CANADA

Federal commissions and studies began discussing employment equity or affirmative action as part of their broader mandates in the early 1970s. These discussions culminated in the appointment of a Royal Commission on Equality in Employment in 1983. The following year, the Commission, under the leadership of Judge Rosalie Silberman Abella, tabled its report and over 100 recommendations. The first of its recommendations was legislation requiring federally regulated employers to implement employment equity.¹

A significant development which preceded the Abella report was the *Canadian Charter of Rights and Freedoms*, passed as part of the *Constitution Act, 1982*. Section 15 of the Charter deals with equality rights. Under s. 15(2), affirmative action programs for disadvantaged individuals or groups are not to be precluded by s. 15(1), which guarantees equality before and under the law and equal protection and benefit of the law. Section 15 became effective in 1985. Relevant pieces of federal and provincial legislation were amended accordingly.

Since the release of the Abella report, the federal government has brought in the *Employment Equity Act* and a mandatory contractors program and has broadened employment equity in the public service.²

Employment Equity Act

- The Act was passed and came into effect in 1986. It is administered by the Minister of Employment and Immigration.
- The Act covers federal Crown corporations and federally regulated employers with 100 or more employees. Most of these employers are found in the transportation, communications and banking sectors. They are required to implement plans and programs.
- Groups designated under the Act are women, Aboriginal peoples, persons with disabilities, and visible minorities.
- Employers are required to file an annual report with the Minister. Failure to meet report requirements can result in a maximum fine of \$50,000. The Minister tables an annual report based on the employer reports. The latest ministerial annual report was tabled in December 1992.
- Copies of the employer reports are provided to the Canadian Human Rights Commission. They can be used by the Commission to investigate what it believes to be systemic discrimination.³
- Representatives of the designated groups have raised concerns about what they perceive to be the inadequacies of the legislation. Many say that the promotion and hiring of designated group members has been hampered by the lack of mandatory goals and timetables. Others call for stiffer penalties for non-compliance, audit and enforcement provisions, and the inclusion of the federal government under the Act.
- Employers have expressed concerns about the time and administrative costs involved in meeting the requirements of the legislation, the need to harmonize the legislation and programs of all three levels of government, and reporting and public disclosure requirements.
- The Act requires that it be reviewed on a regular basis. The first review began in 1991. The House of Commons' Special Committee on the Review of the *Employment Equity Act* tabled its report, *A Matter of Fairness*, in May 1992. (The Liberals and the NDP both prepared minority reports.)

- The Special Committee made a series of recommendations. These included broadening the scope of the Act to include such bodies as the federal public service and apply to employers who have 75 or more employees. In response to concerns about designated group definitions, it called for consultations to develop definitions that were acceptable to all interested parties. The Committee called for making the Canadian Human Rights Commission the Act's enforcement agency. A further recommendation concerned the harmonization and standardization of the employment equity data requirements of different jurisdictions.⁴

Contractors Program

- The program became effective in 1986.
- Employers with 100 or more employees bidding on federal contracts for goods and services worth \$200,000 or more are required to commit themselves to the design and establishment of employment equity programs.
- The program targets those groups designated under the *Employment Equity Act*.
- Employers wishing to bid on government contracts must sign a certificate of commitment to implementation of a series of employment equity criteria. The certificate is the first of five steps in the operation of the program. Another step is compliance review, which is conducted on-site by Employment and Immigration staff. Those companies that fail reviews can be excluded from future government business.⁵
- The program was the focus of one of the recommendations made by the Special Committee on the Review of the *Employment Equity Act*. In the words of the Committee, suppliers covered by the Program should be required, "as a prerequisite to tendering, to sign a certificate of compliance with the principles of employment equity as specified" in the Act.⁶

Public Service

- A 1972 federal cabinet directive asked all deputy ministers to promote the advancement of women to middle and upper positions in the public service. A pilot affirmative action program for women, persons with disabilities and Aboriginal peoples was introduced in three departments in 1980.
- In 1983 the government announced that affirmative action would be implemented across the public service. The first set of goals and timetables

was prepared in late 1984 for the years 1985 to 1988. Visible minorities became the fourth designated group in 1985.⁷

- Many groups, including the Canadian Human Rights Commission, have called public service goals too modest and have said that progress was slow. The Canadian Ethnocultural Council has released two reports: *On the Sidelines of Her Majesty's Service* (1990) and *The Representation of Visible Minorities in the Federal Government 1988-1991* (1992). The former concluded that the federal government should be regulated by the *Employment Equity Act*.⁸ The latter repeated that recommendation and also called for the creation of an independent Employment Equity Commission.⁹
- The report of the federal Task Force on Barriers to Women in the Public Service, *Beneath the Veneer*, was tabled in the House of Commons in April 1990. It found that women held only 12% of management positions. Three-quarters of all women were found in four occupational categories: secretarial, clerical, administrative services, and program management. The Task Force made a series of recommendations to rectify the imbalance.¹⁰
- Bill C-26, the *Public Service Reform Act*, received Royal Assent on December 17, 1992. Employment equity provisions contained in the Act came into effect on June 1, 1993. After the Act received Royal Assent, then Treasury Board president Gilles Loiselle said that the public service's employment equity program had been put "into law, under legislative requirements that are comparable to those for federally regulated employers."¹¹ Treasury Board is now explicitly responsible for designating employment equity groups in the public service, identifying and eliminating barriers, and instituting positive practices and reasonable accommodations. It is required to consult with bargaining agents and table an annual report on employment equity.¹²

ALBERTA

- Section 11 of the *Individual's Rights Protection Act* allows for the voluntary creation of employment equity programs. Contraventions of the Act are permitted if they are reasonable and justifiable.
- The Alberta Human Rights Commission (HRC) does not have a program approval system in place. It does investigate individual complaints. The HRC passed a resolution in 1991 encouraging the creation of employment equity policies and programs in all sectors of the provincial economy.
- There is no program in place in the provincial government. The cities of Calgary and Edmonton both have programs.¹³

BRITISH COLUMBIA

- Section 19(1) of the *Human Rights Act* states that it is not discrimination or a contravention of the Act to "plan, advertise, adopt or implement an employment equity program" that ameliorates the condition of disadvantaged individuals or groups.¹⁴
- The British Columbia Council of Human Rights may approve programs. It has always provided advice and assistance, and is now developing guidelines.
- A program is in the development stages within the provincial civil service. The focus at present is on awareness training and recruitment. A work force survey will be carried out in the near future. The program's designated groups are women, visible minorities, persons with disabilities, and Aboriginal people. An employment equity policy has been approved by a cabinet committee and will go to the full cabinet in August 1993.
- A new *Public Service Act* was passed in July 1993. It creates the Public Service Employee Relations Commission. The new commission's responsibilities will include the development and implementation of employment equity.
- There has been voluntary activity in the private and broader public sectors. Many colleges, the city of Vancouver and BC Hydro have programs.¹⁵

MANITOBA

- Section 11 of the *Human Rights Code* allows for voluntary affirmative action programs. The Manitoba Human Rights Commission has developed guidelines and can provide advisory opinions. Opinions are given when an organization makes a request or in response to an individual complaint.¹⁶
- A memorandum of agreement between the Manitoba government and its employees was signed in 1983. It formalized an employment equity program that had its beginnings in the 1970s. The program's target groups are Aboriginal people, visible minorities, persons with disabilities, and women.
- Each department is responsible for the design, development and implementation of its plan. Goals and objectives are department-specific. A central agency, the Manitoba Civil Service Commission, provides direction and assists in development. Plans are reviewed by the Commission and there is an annual audit of each department.

- Major Crown corporations are responsible for their own plans. Employers in the broader public sector operate individually, but the majority have programs or are moving in that direction.¹⁷

NEW BRUNSWICK

- Section 13 of the *Human Rights Act* allows the New Brunswick Human Rights Commission (HRC) to approve programs designed to "promote the welfare of any class of persons."¹⁸
- Employers in all sectors go to the HRC for approval of programs. The HRC can also recommend the implementation of employment equity as a result of an investigation into an individual complaint.¹⁹
- The provincial public service has two programs for designated groups. The Department of Finance administers the Equal Employment Opportunity Program in Part I of the public service for natives, persons with disabilities and visible minority persons. (Part I is all regular positions excluding those in schools, hospitals and Crown corporations.) The Program is made up of an inventory, one-year placements, a job creation initiative, and a summer employment program for students.
- The second program, the Employment Equity Program, targets women. It covers departments and agencies in Part I of the public service which have more than 20 employees. It is being extended to Part II (schools) this year. Responsibility for the Part I program rests with the Department of Finance. Part II is a joint responsibility of the departments of Finance and Education.²⁰

NEWFOUNDLAND

- Section 19(1) of the *Human Rights Code* gives the Newfoundland Human Rights Commission the right to approve "programs designed to prevent, reduce or eliminate disadvantages" respecting employment.²¹
- The provincial government is at present working on an employment equity policy that would cover all government departments. The groups that would be designated are women, Aboriginal people and persons with disabilities. The Employment Equity Council has recommended that visible minorities be included but no decision has been made. The policy under consideration would require the development of plans, the preparation of status reports, and the implementation of deadlines and targets. The Career Development Program for Persons with Disabilities has been in place since the late 1980s.²²

NORTHWEST TERRITORIES

- According to s. 9 of the *Fair Practices Act*, the Commissioner of the Northwest Territories "may approve programs designed to promote the welfare of any class of individuals."²³
- The territorial government has had an employment equity program in place since 1989. It covers boards and agencies, as well as the government. Four groups have been identified for the purposes of employment equity: indigenous Aboriginal persons; resident disabled persons; indigenous non-Aboriginal persons; and resident women.
- Members of the third group are those non-Aboriginals who were born in the Territories or who have lived there for more than half of their lives. Resident women are women who have lived in the Territories for at least one year and are pursuing careers in management or a non-traditional occupation. While the program has no official targets, its long-term goal is to have the percentage of indigenous Aboriginal participants equal to their representation in the broader population by 1999.
- Priorities are assigned to certain groups depending on the type of job involved. The priorities for management and non-traditional jobs are the following: 1) indigenous Aboriginal persons; 2) resident women; 3) indigenous non-Aboriginal persons; and 4) all other applicants. Other jobs have three priorities: 1) indigenous Aboriginal persons; 2) indigenous non-Aboriginal persons or resident disabled persons; and 3) all other applicants.²⁴

NOVA SCOTIA

- Under s. 25 of the *Human Rights Act*, the Nova Scotia Human Rights Commission (HRC) may approve any programs of the government, private organizations or persons "designed to promote the welfare of any class of individuals."²⁵ Approved programs are not considered violations of the Act.
- The HRC has agreements with a number of employers in the public, broader public and private sectors. Employers are required to develop plans, implement targets and deadlines, and prepare status reports.²⁶
- The provincial government has been involved in employment equity negotiations with its employees. While the two sides have not reached a total agreement, some initiatives have been approved. These include a work force survey completed in June 1993 and establishing a series of committees.

- Some municipalities have 'set aside' programs. A certain percentage of the budget for road and construction repairs is 'set aside' for black businesses.²⁷

PRINCE EDWARD ISLAND

- Under s. 20 of the *Human Rights Act*, the Prince Edward Island Human Rights Commission, like its Nova Scotia counterpart, may approve programs of the government, private organizations or persons "designed to promote the welfare of any class of individuals."²⁸
- The Employment Enhancement Project, part of Equal Opportunities for Persons with Disabilities, was a joint operation of the former provincial Civil Service Commission and the Department of Health and Social Services. It ran from 1987 until the fiscal year 1992/93. Persons with disabilities were hired by the Commission on a temporary basis for two years and were then able to enter competitions. Other target groups could have become involved but did not do so to the extent of persons with disabilities.²⁹

QUEBEC

Legislation

- The *Quebec Charter of Rights and Freedoms* allows for the establishment of voluntary affirmative action programs in all sectors of the provincial economy. Regulations respecting mandatory programs ordered by the courts or imposed by the Quebec Human Rights Commission (HRC) came into force in 1986. That same year the Commission issued guidelines for voluntary programs.
- Amendments to the Charter, which came into force in December 1990, included the creation of the tribunal des droits de la personne. It can hear cases presented by the HRC dealing with discrimination in the areas of work, housing and access to goods and services, as well as related requests dealing with the development and implementation of affirmative action programs.³⁰
- Since 1985, *An Act to Secure the Handicapped in the Exercise of their Rights* has required that employers with 50 or more employees submit programs designed to ensure the hiring of disabled persons. Submissions are made to the Office des personnes handicapées du Québec. Contraventions of the Act or its regulations make employers liable to fines. The Act also allows for the accreditation of 'Adapted Work Centres.'³¹

Contract Compliance Program

- The government of Quebec announced a contract compliance program in 1987. It came into force in two parts, in November 1988 and April 1989.
- All firms with 100 or more employees which bid on government goods or services contracts (or sub-contracts) or apply for government grants or subsidies of \$100,000 or more are required to implement an affirmative action program if successful.
- Employers have nine months to prepare an analysis and data, the first part of their obligations. Within the next four months, they must submit a plan. Once the plan is prepared and implemented, annual reports on numerical objectives and affirmative action measures must be filed with the HRC. Non-compliance could mean being struck from the bidders list for two years.
- The program's target groups are women, native people and ethno-cultural communities.
- Some of the program's rules are now found in a regulation filed under the *Financial Administration Act*.³²

Secrétariat à la condition féminine

- The province announced a three-year \$6.5 million incentive fund for the establishment of voluntary pilot affirmative action projects for women in the private and broader public sectors in 1986. The fund was extended to 1990 and evaluated in 1991.
- The drafting of a new 10-year policy on women's issues is nearly complete. Employment equity forms one chapter and includes discussion on how to harmonize programs within Quebec, and provincial and federal programs.³³

Public Service

- The public service has had policies and practices disallowing discrimination on the basis of sex since 1980. Women were designated as a target group for a mandatory affirmative action program in 1987. Objectives for 1990 were extended until the end of March 1991 and then indefinitely. The program was evaluated in 1992. A new program for 1992 to 1997 was approved by the Conseil du trésor.

- Persons with disabilities have had their own hiring plan since 1985. It does not have numerical targets for specific job categories but does have a representative target of 2%. A new hiring plan is being prepared but is dependent on a yet to be released evaluation.
- In March 1990, the government announced an employment equity program for members of cultural communities. Over the next four years it was hoped that the number of public servants who were members of ethno-cultural communities and who had neither French nor English as a first language would be increased. (At the time of the announcement, ethno-cultural communities represented 1.7% of the public service; the percentage is now 2.1.) An official status report was released earlier this year as was a report by a client committee.
- The government also created a committee to examine ways in which to raise the number of English-speaking public servants in March 1990. The committee presented its first report in March 1991. A second report was released in November 1992.
- The public service now has five target groups: women; persons with disabilities; cultural communities; anglophones; and Aboriginal people.³⁴

SASKATCHEWAN

- Section 47 of the *Saskatchewan Human Rights Code* enables private and public sector employers to implement employment equity plans on a voluntary basis.
- Employers apply to the Saskatchewan Human Rights Commission (HRC) for approval of a plan. The HRC helps with development and is responsible for monitoring. It also performs annual evaluations. (Annual reports must be prepared by employers.) Investigations of individual complaints by the HRC can result in an order that a plan be put in place.
- Four groups have been designated as targets for programs: women; persons of Aboriginal ancestry; people with disabilities; and members of visible minorities.
- The provincial government and its employees have agreed to plans which allow the employer to implement initiatives which cover all public service employees and positions. Broader public and private sector employers have also implemented plans.³⁵

YUKON

- The *Human Rights Act*, s. 12, states that affirmative action programs are not discrimination. They are described as "designed to reduce disadvantages resulting from discrimination suffered by" identified groups.³⁶
- The Yukon has an employment equity policy that covers all government departments, as well as schools. (Responsibility for hospitals is being transferred from the federal government. When the transfer is complete, hospitals will be covered by the policy.) Its target groups are women, Aboriginal people and people with disabilities.
- The policy was introduced in 1990. The first work force survey was carried out in September of that year. A progress report for 1991/92 has been published by the Public Service Commission.
- Planning under the government's policy includes qualitative and numerical targets with time frames. Targets are based on population and will change with time.³⁷

FOOTNOTES

¹ Canada, Commission Equality in Employment (Judge Rosalie Silberman Abella, Commissioner), *Report* (Ottawa: Ministry of Supply and Services Canada, 1984), p. 225. The federal Royal Commission on the Status of Women tabled its report in 1970.

² A voluntary affirmative action program for private industry was launched by the federal government in 1978. The following year, federal contractors and Crown corporations were targeted. See Canada, Department of Employment and Immigration, Employment Equity Branch, *Forum: Discussion Paper on the Employment Equity Act* (Ottawa: Minister of Supply and Services Canada, 1990), p. 4.

³ Ontario, Ministry of Citizenship, Working Group on Employment Equity, *Government of Canada Employment Equity Programs* (Toronto: The Ministry, 1989), pp. 2-3; *Employment Equity Act*, S.C. 1986, c. 31; and telephone interview with Gaye Stinson, Director, Legislated Employment Equity, Employment and Immigration Canada, Ottawa (613-953-7495), 17 August 1993.

⁴ Canada, Parliament, House of Commons, Special Committee on the Review of the *Employment Equity Act* (Alan Redway, Chair), *A Matter of Fairness* (Ottawa: The Committee, May 1992), pp. 39-42.

The federal government has yet to make a response to the Committee's report. Interview with Gaye Stinson.

⁵ Employment Equity Branch, *Forum: Discussion Paper*, p. 4; Canada, Department of Employment and Immigration, *Federal Contractors Program: Information for Suppliers* (Ottawa: Minister of Supply and Services Canada, 1987); and interview with Gaye Stinson.

The legislated program and the contractors program were the subjects of a review released in June 1993. Telephone interview with Helga Lavigne, Federal Contractors Program, Employment and Immigration Canada, Ottawa (613-953-7528), 24 August 1993.

⁶ Special Committee, *A Matter of Fairness*, p. 39.

⁷ Nicole Morgan, *The Equity Game: Women in the Federal Public Service (1908-1987)* (Ottawa: Canadian Advisory Council on the Status of Women, 1988), pp. 24 and 29; and Working Group on Employment Equity, *Government of Canada Employment Equity Programs*, pp. 17-18.

⁸ Canadian Ethnocultural Council, *On the Sidelines of Her Majesty's Service: A Survey of Employment Equity for Visible Minorities in the Federal Public Service* (Ottawa: The Council, March 1990), p. 5.

⁹ Idem, *Employment Inequity: The Representation of Visible Minorities in the Federal Government 1988-1991* (Ottawa: The Council, April 1992), p. 6.

¹⁰ Canada, Task Force on Barriers to Women in the Public Service, *Beneath the Veneer*, vol. 1, *Report and Recommendations* (Ottawa: Minister of Supply and Services Canada, 1990), p. 124.

¹¹ Telephone interview with Grace Bricknell, Communications and Coordination, Treasury Board, Ottawa (613-957-2425), 17 August 1993; and Canada, Treasury Board, "Public Service Reform Act Receives Royal Assent," *News Release/Communiqué*, 17 December 1992.

¹² Canada, Treasury Board, Employment Equity Council, *Framework for Advancing Employment Equity in the Public Service of the 1990s* (Ottawa: The Council, July 1993), p. 8; and Bill C-26, the *Public Service Reform Act*, 3rd Sess., 34th Parl. 40-41 Eliz. II, 1991-92 (as passed by the House of Commons, 30 November 1992), s. 81(2).

¹³ Telephone interviews with Jerry Christensen, Coordinator, Public Education, Alberta Human Rights Commission, Calgary (403-297-7431), 8 June and 5 August 1993; and information contained in fax sent by Jerry Christensen, 8 June 1993.

¹⁴ *Human Rights Amendment Act*, S.B.C. 1992, c. 43.

¹⁵ Telephone interview with Fran Baskerville, Employment Equity Division, Ministry of Women's Equality, Victoria (604-356-0495), 9 August 1993; and telephone interview with Roberta Burris, British Columbia Council of Human Rights, Victoria (604-387-3727), 9 August 1993.

¹⁶ Telephone interview with Sharon Wickman, Compliance Supervisor, Manitoba Human Rights Commission, Winnipeg (204-945-3012), 5 August 1993.

¹⁷ Telephone interview with Ray Forsley, Coordinator, Employment Equity Program, Manitoba Civil Service Commission, Winnipeg (204-945-3524), 5 August 1993.

¹⁸ *Human Rights Act*, R.S.N.B. 1973, c. H-11, s. 13(1). Cited in Colleen Sheppard, *Study Paper on Litigating the Relationship Between Equity and Equality* (Toronto: Ontario Law Reform Commission, 1993), p. 79.

¹⁹ Telephone interview with Karen Taylor, Director of Education, New Brunswick Human Rights Commission, Fredericton (506-453-2301), 6 August 1993.

²⁰ Telephone interview with Katherine D'Entremont, Employment Equity Consultant, Human Resources Management Division, Department of Finance, Fredericton (506-453-2059), 6 August 1993.

²¹ *Human Rights Code*, R.S.N. 1990, c. H-14, s. 19(1). Cited in Sheppard, *Study Paper*, p. 80.

²² Telephone interview with Lise Noseworthy, Executive Secretary, Employment Equity Council, St. John's (709-729-4882), 7 June 1993; and telephone interview with Ken Fowler, Personnel Policy Branch, Newfoundland Treasury Board, St. John's (709-729-5424), 6 August 1993.

²³ *Fair Practices Act*, R.S.N.T. 1988, c. F-2, s. 9. Cited in Sheppard, *Study Paper*, p. 80.

²⁴ Telephone interview with Shaleen Woodward, Research Technician, Labour Relations, Financial Management Board Secretariat, Yellowknife (403-873-7151), 4 June 1993; Northwest Territories, Personnel, *You Can Do It! We Did*, pamphlet ([Yellowknife: The Department], n.d.); and telephone interview with Martha Kenney, Manager, Labour Relations, Financial Management Board Secretariat, Yellowknife (403-873-7151), 6 August 1993.

²⁵ *Human Rights Act*, R.S.N.S. 1989, c. 214, s. 25, as amended by S.N.S. 1991, c. 12.

²⁶ Nova Scotia Human Rights Commission, *Annual Report for the fiscal year ending March 31, 1992* (Halifax: The Commission, [1992]), pp. 33-34; telephone interview with Carolyn Thomas, Coordinator, Affirmative Action Program, Nova Scotia Human Rights Commission, Halifax (902-424-4111), 4 June 1993; and telephone interview with Herb Desmond, Human Rights Officer, Affirmative Action Program, Nova Scotia Human Rights Commission, Halifax (902-424-4111), 8 June 1993.

²⁷ Telephone interview with Mary McNab, Affirmative Action Officer, Nova Scotia Civil Service Commission, Halifax (902-424-3277), 5 August 1993.

²⁸ *Human Rights Act*, R.S.P.E.I. 1988, c. H-12, s. 20. Cited in Sheppard, *Study Paper*, p. 82.

²⁹ Telephone interview with Janet Doiron, Prince Edward Island Staffing and Classification Board, Charlottetown (902-368-4080), 5 August 1993.

³⁰ Telephone interview with André Loiselle, Conseiller, Programmes d'accès à l'égalité, Commission des droits de la personne du Québec, Montreal (514-873-5146), 10 August 1993.

³¹ Telephone interview with Micheline Thibault, Communications, Office des personnes handicapées du Québec, Drummondville (819-475-8585), 9 August 1993.

³² Telephone interview with Lynn Petitclerc, Secrétariat à la condition féminine, Quebec (418-644 4409), 9 August 1993.

The Human Rights Commission oversees the reports prepared under the program. Interview with André Loiselle.

³³ Telephone interview with Martine Metcalfe, Secrétariat à la condition féminine, Quebec (418-644-4409), 9 August 1993.

³⁴ Telephone interview with Catherine Anne Devlin, Conseil du trésor, Quebec (418-643-2354), 9 August 1993.

³⁵ Telephone interviews with Lily Tingley, Coordinator, Employment Equity, Saskatchewan Public Service Commission, Regina (306-787-2424), 4 June and 5 August 1993; Saskatchewan Public Service Commission, *Employment Equity: Annual Report 1992-93* (Regina: The Commission, 1993), p. i; and [Saskatchewan Public Service Commission], *Orientation to Employment Equity: Background Information* ([Regina: The Commission], March 1992), p. 5.

³⁶ *Human Rights Act*, S.Y.T. 1987, c. 3, s. 12. Cited in Sheppard, *Study Paper*, p. 85.

³⁷ Telephone interviews with Suzzanne Green, Employment Equity Analyst, Yukon Public Service Commission, Whitehorse (403-667-8160), 7 June and 6 August 1993; and information contained in fax sent by Suzzanne Green, 7 June 1993.

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